

## **ARLINGTON PUBLIC SCHOOLS**

*In accordance with the provisions of the Massachusetts General laws, Chapter 30A, Section 20, notice is hereby given for the following meeting of the:*

**Arlington School Committee  
Curriculum Instruction Accountability and Assessment  
Friday, August 26, 2022  
1:00 PM**

*Arlington High School  
869 Massachusetts Avenue - New Wing  
Discourse Lab  
Arlington, MA 02476*

*Open Meeting (J. Morgan)*

*Strategic Planning Overview*

*September 2023 AHS Building and Schedule Plan*

*CIAA Dates for Fall 2022*

*Approval of Minutes*

*Meeting Minutes - June 8, 2022*

*Meeting Minutes - June 21, 2022*

*Adjournment*

*The listings of matters are those reasonably anticipated by the Chair, which may be discussed at the meeting. Not all items listed may in fact be discussed and other items not listed may also be brought up for discussion to the extent permitted by law.*

*Stated times and time amounts, listed in parenthesis, are the estimated amount of time for that particular agenda item. Actual times may be shorter or longer depending on the time needed to fully explore the topic.*

*Submitted by Jane Morgan, Chair*

Massachusetts law requires all open session meetings of public bodies to be accessible to members of the public, including those with disabilities. If you need reasonable accommodations in order to participate in the meeting, contact the Administrative Assistant to the Arlington School Committee Liz Diggins at [ediggins@arlington.k12.ma.us](mailto:ediggins@arlington.k12.ma.us).



## **Town of Arlington, Massachusetts**

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### **Meeting Location**

#### **Summary:**

Arlington High School  
869 Massachusetts Avenue - New Wing  
Discourse Lab  
Arlington, MA 02476



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**Town of Arlington, Massachusetts**

**Open Meeting (J. Morgan)**



## Town of Arlington, Massachusetts

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### Strategic Planning Overview

#### ATTACHMENTS:

Type	File Name	Description
Reference Material	APS_Strategic_Planning_Participants_-_Copy_of_Sheet1.pdf	APS Strategic Planning Participants
Presentation	2022-08-26_APSC_CIAA_Briefing.pdf	2022-08-26 APS SC CIAA Briefing

Name	Group
Claire Abbott	Priority 2
Julianna Keyes	Priority 2
Rebecca Arnold	Priority 1
Berengere Guerlavais	Priority 3
Sindhumathi Revuluri	Priority 4
Cesar Urrunaga	Priority 2
Dia Black	Priority 4
Kevin Toro	Priority 1
Julie Hansen	Priority 3
Sissi Liu	Priority 1
Michiko Kurata	Priority 4
Kate Peretz	Priority 4
Thad Dingman	Priority 3
Matthew Coleman	Priority 1
<i>Julie Dunn</i>	<b>Priority 4</b>
Talia Fox	Priority 3
Elisa MacDonald	Priority 1
Jeff Thielman	Priority 4
<i>Rod MacNeal</i>	<b>Priority 1</b>
<i>Michael Mason</i>	<b>Priority 3</b>
<i>Rob Spiegel</i>	<b>Priority 2</b>
<i>Margaret Credle Thomas</i>	<b>Priority 2</b>
<i>Alison Elmer</i>	<b>Priority 1</b>
Liz Homan	NA
Dan Anderson	NA

# CIAA Subcommittee Briefing: APS Strategic Planning

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Elizabeth C. Homan, PhD  
Superintendent of Schools  
August 26, 2022





# Agenda

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- Welcome
- Refresher on Spring Process
- Purpose of Strategic Planning
- Outcome
- Phases of Work
- School committee connections
- Questions and Discussion

# Outcome of Spring Process



# Vision and Mission



Vision Statement	The vision of the Arlington Public Schools is to be an equitable educational community where all learners feel a sense of belonging, experience growth and joy, and are empowered to shape their own futures and contribute to a better world.
Mission Statement	The Arlington Public Schools focuses on the whole child to create inclusive and innovative learning opportunities for all students, values diverse identities and ways of learning, prepares all staff to maintain high expectations while providing necessary supports, and sustains collaborative partnerships with families and the community.

# Strategic Priorities



1	<i>Ensuring Equity and Excellence</i>	The Arlington Public Schools will ensure equity, excellence, and access to rigorous learning experiences for all students. All graduates will be prepared to achieve their choices of post-secondary education, career, and community contribution.
2	<i>Valuing All Staff</i>	The Arlington Public Schools will recruit and retain an excellent and diverse workforce by creating a collaborative and supportive culture for all staff; providing high-quality and relevant professional development; expanding opportunities for leadership and shared decision-making; and prioritizing representation, diverse perspectives, and expertise.

# Strategic Priorities



3	<i>Improving Infrastructure, Operations, and Sustainability</i>	The Arlington Public Schools will maintain a system of schools that is safe, well-maintained, sustainable, and fiscally responsible, with the appropriate tools and resources to support best educational practices and an optimum teaching and learning environment.
4	<i>Sustaining Collaborative Partnerships</i>	The Arlington Public Schools will partner collaboratively with families in meeting the educational needs of all students; facilitate consistent two-way communication; and provide timely, transparent, relevant, and accessible information to all stakeholders.

# Purpose, Outcome, and Process for Strategic Planning



# Purpose of Strategic Planning

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- Develop the initiatives that will move the district forward on the four strategic priorities
- Guide district decision-making by identifying the highest priority initiatives
- Advance DEI in APS by ensuring that it is a priority in the development of these highest priority initiatives

# Our Objective for Fall-December

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- This process will yield a written strategic plan with up to twelve (12) key initiatives, nested beneath the overarching district priorities.
- The key initiatives contained in the strategic plan will each have a written document based on a template.
- We will have four working groups, each of which will address one of the four strategic priorities.



# A good strategic initiative will...

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- Directly support the vision and mission
- Directly address the priority area
- Focus on concrete long-term changes that can be broken into specific steps
- Connect directly to students' experience
- Be useful for guiding operational choices within the district
- Have clear metrics for success
- Define an important outcome while leaving room for adaptation on the path to arrive there
- Include a realistic picture of the resources needed and a plan for implementation



ARLINGTON PUBLIC SCHOOLS

# Defining Each Initiative

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- Outcome
- Narrative
- Timeline with key milestones over 5 years
- Budget and resources needed

# Timeline Emphasis

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- The timeline is set up to prioritize two approaches:
  - First - significant stakeholder input, with phases of feedback happening frequently
  - Second - drafting ideas early so that they can be tested and revised multiple times

# Timeline

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- August-December: Meetings 1-2 times monthly, for the whole group and for the working groups on specific initiatives
- August: Convene the group and establish the working groups
- September: Data review and stakeholder engagement about the priority areas
- October: Completion of draft plan
- November: Hypothesis testing of draft plan, revisions, and ratification within the group
- November-December: Revision and supplemental materials complete

# School Committee Touchpoints/Connections



- Jeff Thielman serving as member of Priority 4 Subcommittee
- Routine updates as part of Superintendent's Update
- Opportunities for comment on draft plan and draft initiatives (1:1 meetings or in CIAA Subcommittee)
- Others?

# Questions and Discussion





## Town of Arlington, Massachusetts

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### September 2023 AHS Building and Schedule Plan

#### Summary:

#### ATTACHMENTS:

Type	File Name	Description
❑ Reference Material	Calculating_Daily_Minutes_Phase_2-3_Planning._220824_-_Sheet1.pdf	Calculating Daily Minutes Phase 2-3 Planning. 220824
❑ Presentation	Phase_2-3_Transition_September_2023_(1).pdf	Phase 2-3 Transition September 2023

Specifics of the calendar depends on the actual annual calendar. The state requests a standard schedule less any half days.											
Each year, In addition, each year, I track the minutes and periods for every day. In the past years, we have had roughly 1040 hours.											
The current schedule, calculated out yields 1039.2 hours. We would need to work through the details of the exact schedule, but we have enough leeway to work with. It may be helpful to add a few minutes to the standard day (i.e., each additional minute yields 3 additional instructional hours), but that would need to be bargained with the AEA.											
	M	T	W	TH	FR	Wk SB	Wk LB	SB	LB	Blocks	Minutes
H		9	9	9	33	9	4	1	4	1	5
A	56	62	56	0	56	3	1	3	1	4	230
B	56	56	56	62	0	3	1	3	1	4	230
C	0	56	56	62	56	3	1	3	1	4	230
D	58	0	56	62	56	3	1	3	1	4	232
E	56	56	0	62	58	3	1	3	1	4	232
F	56	62	56	0	56	3	1	3	1	4	230
G	56	0	56	62	56	3	1	3	1	4	230
X		49				0	1	0	1	1	49
SUM	347	350	345	343	347					Avg. Week	1732 minutes
										Avg Wk Hrs	28.9 hours
										36 wks	1039.2 hours
										Avg Daily	346.4 minutes
										180 Days	62352 minutes
										180 Days	1039.2 hours

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TO: Elizabeth Homan, Superintendent  
FROM: Matthew Janger, AHS Principal; Bill McCarthy, AHS Asst Principal  
RE: SY2023 Fall Phase 2-3 Transition Logistics  
DATE: 8/23/22

The following memo outlines parameters and a proposal for our transition into Phase 2 of the new building. As members of the committee are aware, the contractual turn-over date for the Phase 2 construction is later in September than the planned start of the school year. Specifically, the school year for 2023 starts on September 5th, and the move would take place September 20-24. Despite efforts to accelerate the timeline for construction, we are not able to shift the turn-over date to be earlier.

The project schedule therefore interferes with the start of the 2023-24 school year, requiring us to consider options for meeting regulatory time on learning requirements while accommodating the move, which will take place three weeks after the start of the school year.

The below options would allow us to avoid an approximate \$1.2M additional cost to the project, which would come out of a combination of contingency funds (owner soft cost, construction, and GMP). We are currently tracking as expected with our contingency funds. Delaying the abatement and demolition of Fusco would also delay the project by 3 months. We would need to be conservative with any additional requests for changes and unknown conditions could put the project over budget. It is our current understanding that going over the project budget would require a vote of Town Meeting to allocate additional funds.

### Transition Parameters

- **We need to maintain 990 hours and 180 days of instruction.**
- **There are currently roughly 1043 instructional hours in the AHS 180 day schedule. One week (5 days) of classes is roughly 29 hours.**
- The phase 2 building will be turned over to the district on September 19, 2023.
- The move-in to the Phase 2 wings will take 5 days, including the weekend. This will mean we don't have the Humanities Wing (Phase 2) spaces for scheduling until September 25/26, 2023. (Yom Kippor is 9/25)
- There are 10 possible school days from the usual start of school through 9/19.
- There are 23 classrooms in Fusco that will not be available for the first weeks of school.
- Students/teachers will need to be able to travel from Downs to NB during the transition period. We will have access to the Downs House classrooms via a constructed connector ([Connector Draft 1](#), [Connector Draft 2](#)).
- To keep the schedule even, we will want to create classrooms to accommodate teachers who are moving out of the Phase 1 construction (NB) (e.g., FACS). This would be an additional 2-6 classrooms.



Elizabeth C. Homan, Superintendent  
[ehoman@arlington.k12.ma.us](mailto:ehoman@arlington.k12.ma.us)  
(781) 316-3501

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### **Classroom/Space Options ([see rough costs spreadsheet](#))**

- Red gym - 9 classrooms (partitions, white boards, floor covering, projection, wifi, etc.)
- Auditorium stage - 3 classrooms
- Auditorium seating - 2 classrooms
- Football field endzone - 3 classrooms (tents, etc. more challenging - harder for travel times)
- Lunch tent on Mass. Ave. plaza and servery in lobby area
- Downs House to Phase 1 Building Connector

### **Option 1: Half-day Shift Schedule**

**Description:** We could run a half-day schedule with 3 classes in the morning (grade 9-10) and 3 in the afternoon (grade 11-12). To reach 180 days, we will need to make up 2-3 days for the move. We will need extra classrooms to create this schedule.

#### **Rough Plan**

- 3 classes meet per day in morning and afternoon shifts. Classes are divided so that majority grade 9/10 classes meet in the am and majority grade 11/12 classes meet in the pm. A rough example of the schedule would look like this:

Mon	Tues	Weds	Thurs	Fri
4 - OFF	5 - A, B, C	6 - D, E, F	7 - G, A, B	8 - C, D, E
11 - F, G, A	12 - B, C, D	13 - E, F, G	14 - A, B, C	15 - D, E, F
18 - G, A, B	19 - C, D, E	20 - F, G(?)	21	22

- Special events (e.g., orientation, class meetings, community service) can be used to balance the schedule and take advantage of the time.
- One lunch period, served in lobby and on front plaza.

#### **Pros**

- Meets 990 hour requirement. Can meet 180 day requirement with 2-3 make up days.
- Provides time for staff and students to manage the disruption and work of the transition.
- Requires only one lunch period with students able to leave or arrive at lunch time..
- Allows PE and Athletics to use Red Gym.
- Lower cost.

#### **Cons**

- 1010 Instructional hours (30 hrs less - still meets 990 hrs.)
- Still requires English, World Language, and some other teachers to teach in borrowed classroom spaces.



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### **Option 2: Extra Classrooms/Regular Schedule (Not recommended)**

**Description:** This plan would require us to create 23-29 additional classrooms for the transition and run a full schedule. To reach 180 days, we will need to make up 2-3 days for the move. *Importantly: the administration does not believe this option is feasible, because we do not have a viable plan for the creation of 23-29 additional classroom spaces. We include it here to demonstrate that we have considered the feasibility of this option in our planning and discussions.*

#### **Pros**

- Maintains instructional time of approximately 1043 hours. Does not affect 990 hrs.

#### **Cons**

- **Probably not possible**, because we will not be able to create and have nowhere to place 25 classrooms.
- High costs of replacement classrooms
- Temporary classrooms will be noisy and difficult to adjust to.
- Loss of Gym disrupts PE and Athletics.
- Need for a full lunchroom to run 3 lunch schedules.
- Very stressful for staff and students trying to keep to full schedule with need for travel time and adjusting to temporary classrooms
- Still need to make up 180 and have enough instructional time to make unnecessary.
- Damage to the turf field and takeover of athletics space (if classrooms were to be placed on the field).

#### Additional Considerations:

- **Costs of temporary classrooms for Option 1:** Still receiving information about this from the building team.
- **Cost of storage for both options:** Teachers need to move out of Fusco in the Spring of 2023.
- **Travel options from Downs to STEAM Wing:** See attachment. The path will go through the construction area. Consigli is currently carrying \$75K for a full height partition wall as a protected pathway.
- **Elimination of Holidays** from SY23-24 Calendar for AHS (e.g. Yom Kippur, Veteran's Day, Good Friday).
- **Where we can serve lunch:** Temporary Servery in main lobby with a tent in the Mass Ave Lobby
- **Timing for move:** Move into the final spaces will be 9/20-9/24.
- **Packing:** Need to pack up English, World Language, History, FCS in the spring and make plans for temporary teaching in different spaces.
- **Programming Space:** Need to plan programming for Immersion Lab, Smart Lab, Cafe.



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**Town of Arlington, Massachusetts**

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**CIAA Dates for Fall 2022**



## Town of Arlington, Massachusetts

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### Approval of Minutes

#### Summary:

Meeting Minutes - June 8, 2022

Meeting Minutes - June 21, 2022

#### ATTACHMENTS:

Type	File Name	Description
<input type="checkbox"/> Minutes	6.8.22_Draft_Meeting_Minutes.pdf	Draft Minutes - 6-8-2022
<input type="checkbox"/> Minutes	6.21.22_Draft_Meeting_Minutes.pdf	Draft Minutes - 6-21-2022

Arlington School Committee  
Curriculum, Instruction, Assessment & Accountability Subcommittee  
Meeting Minutes  
Wednesday, June 8, 2022 @ 3:00 p.m.

**Attendance**

Subcommittee Members:

Jane Morgan (Chair), Paul Schlichtman, Len Kardon

District Leadership:

Liz Homan (Superintendent), Roderick MacNeal (Assistant Superintendent), Rob Spiegel (HR Director)

School Committee members:

Bill Hayner

The meeting was called to order at 3:00 p.m.

**Approval of Minutes**

- Minutes from 6.3.19 approved, 3-0
- Minutes from 5.12.20 approved, 3-0
- Minutes from 5.20.22 approved, 3-0

**Job Description Specialized Support Paraprofessional**

- The subcommittee reviewed the job description as presented. The subcommittee voted 3-0 to recommend approval at the full School Committee.

**District Goals for 2022-23**

- The subcommittee provided feedback on the draft goals and action steps for the 22-23 school year.

**District Mission and Vision**

- Members provided feedback on the district mission and vision version as presented by the Superintendent. The Superintendent will integrate feedback into another version to be shared with the School Committee and the Mission and Vision team.

The meeting was adjourned at 4:15 p.m.

Arlington School Committee  
Curriculum, Instruction, Assessment & Accountability Subcommittee  
Meeting Minutes  
Tuesday, June 21, 2022 @ 4:00 p.m.

**Attendance**

Subcommittee Members:

Jane Morgan (Chair), Paul Schlichtman, Len Kardon

District Leadership:

Liz Homan (Superintendent), Roderick MacNeal (Assistant Superintendent)

School Committee members:

Bill Hayner, Kirsi Allison-Ampe, Liz Exton, Jeff Thielman

The meeting was called to order at 4:00 p.m.

**District Mission and Vision**

- Members present workshopped the draft mission and vision statements presented by the Superintendent with the intent of recommending a final version to the full committee. The subcommittee voted 3-0 to support the vision and mission at the end of the workshop.

**Fifth grade Science Camp**

- The subcommittee discussed a motion around Science Camp. The subcommittee voted 3-0 to support the following motion at the full committee:  
Moved that the School Committee requests the Superintendent to prepare a report by the first School Committee meeting in October of 2022 analyzing any options for the district to offer or partner to offer an educational overnight experience to students in their 5th or 6th grade year.

The meeting was adjourned at 6:00 p.m.



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**Town of Arlington, Massachusetts**

**Adjournment**



## Town of Arlington, Massachusetts

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**Submitted by Jane Morgan, Chair**